TRADOC COMMAND PLAN

ANNEX A

FY 00 GOALS AND OBJECTIVES

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DEPUTY CHIEF OF STAFF FOR TRAINING

Goals

DCST Goal 1. **Train the Annual Training Requirement:**

    Objective 1.a.   Process <u>128,919</u> accessions through the Reception Battalion.
    Objective 1.b.   Train <u>82,653</u> BCT inputs.
    Objective 1.c.   Train <u>74,225</u> AIT inputs.
    Objective 1.e.   Train <u>590</u> OCS inputs.
    Objective 1.f.   Train <u>18,820</u> OES inputs.
    Objective 1.g.   Train <u>17,871</u> NCOES inputs.
    Objective 1.h.   Train <u>104,336</u> Other General Skills Training inputs.
    Objective 1.i.   Train <u>7,051</u> Professional Development inputs.
    Objective 1.j.   Train <u>3,080</u> Undergraduate Helicopter Pilot inputs.
    Objective 1.k.   Train <u>2,710</u> Graduate Pilot inputs.
    Objective 1.l.   Limit Active Component, BT and Phase 1 OSUT attrition to 15 percent.
    Objective 1.m. Limit Active Component, AIT attrition to 5 percent.

DCST Goal 2. **Assure all staff and faculty members are properly trained and prepared to instruct and mentor Army students to the standards set by the course requirements**.

    Objective 2.a.   Ensure all instructors complete the instructor training course as directed by the proponent and course requirements prior to assuming duties.

    Objective 2.b.   Bde Cdrs, Bn Cdrs and CSMs assigned to IET duties will complete the Pre-Command Course (PCC) as directed by TR 350-6.

    Objective 2.c.   Company Cdrs, XOs and CSMs assigned to IET duties will complete the Cadre Training Course (CTC).

    Objective 2.d.   Personnel working within the IET environment that have direct involvement with IET soldiers will complete the IET Orientation Course.

    Objective 2.e.   Ensure Small Group Instruction (SGI) policies and guidelines are followed for associated courses.

    Objective 2.f.   Meet the objectives of counseling and mentoring students IAW course directives and Army policy.

    Objective 2.g.   Ensure all staff and faculty that develop training materials/products have completed applicable requirements of S&F common training.

DCST Goal 3. **Assure safety programs are implemented and risk management procedures are followed in all training events IAW TR 385-2 and FM 100-14.**

    Objective 3.a.   Ensure risk management training is incorporated in the appropriate courses.

Objective 3.b.   Ensure medical support requirements for training activities are embedded in all training support plans in accordance with TRADOC policy.

Objective 3.c.   Ensure the exercise of risk management in the planning and execution of all training activities.

Objective 3.d.   Ensure risk reduction countermeasures are approved at the level of command appropriate to the risk level and validated through initial and periodic on-the-ground review.

Objective 3.e.   Ensure the exercise of risk management by students undertaking training activities.

Objective 3.f.   Ensure driver safety awareness through the provision of policy guidance, training, and direction for the targeting of high risk personnel.

Objective 3.g.   Ensure distribution of tritium and depleted uranium risk awareness materials and familiarize all personnel with risks inherent in training activities.

DCST Goal 4. **Implement and advance Army Training XXI.**

Objective 4.a.   Develop/Deliver 318 TATS courses for use by the TASS.

Objective 4.b.   Conduct Distance Learning (DL) redesign of 31 Army courses, as part of The Army Distance Learning Program (TADLP), and implement 37 FY 98 DL courses.

Objective 4.c.   Apply 3,020 work years of effort to Training Development.

Objective 4.d.   Develop 120 digital supplements (TSP, TTP, MTP, ARTEP) to support AECP.

Objective 4.e.   Install 10 additional Classroom XXI (CRXXI) classrooms, and maintain 7 current CRXXI, to include Digital Training Access Centers (DTAC).

Objective 4.f.   Develop proponent STRAP, CAD and POI documents required for schools to implement training for the digitized force.

Objective 4.g.   Review and update individual and collective training products for use in the units.

Objective 4.h.   Develop Combined Arms Training Strategies (CATS) which guide training, combat, and materiel developers in the development of future combat equipment and combat systems to support Force XXI.

DCST Goal 5. **Provide education and training that prepares leaders to accomplish their mission and sustain their skills.**

Objective 5.a.   Integrate all appropriate DL common core products into resident training.

Objective 5.b.   Imprint counseling and mentoring techniques throughout curriculum.

Objective 5.c.   Determine which instruction absolutely requires small group leaders (SGL) and that which can be conducted by subject matter experts.

Objective 5.d.   Resource small group instruction (SGI) methodology.

Objective 5.e.   Teach critical hands-on branch technical tasks.

Objective 5.f.   Increase hands-on risk management training experiences.

Objective 5.g.   Identify new critical leader tasks associated with digitization of the force.

Objective 5.h.   Develop plans on how to implement required digital training.

Objective 5.i.   Identify and put appropriate joint and interagency instruction in place in all educational systems.

Objective 5.j.   Leverage distance learning methods and practices through increased use of computer-based systems and Internet technologies.

DCST Goal 6. **Promote Interservice Training by eliminating training duplication and creating savings, using a systems approach and long-term perspective, and making recommendations consistent with Service readiness, responsibilities, and requirements.**

Objective 6.a.   Provide instructors and staff in support of consolidated training on a fair share basis but not less than the rate at which HQ TRADOC Manpower Guidance (TMG) provides authorizations to the school.

Objective 6.b.   Establish Memorandums of Agreement (MOA) for each interservice training course. Review Interservice Training MOA on an annual basis and revise on a triennial basis or earlier if required/necessary.

Objective 6.c.   Participate in studies to evaluate the feasibility of additional consolidation and collocation of interservice training.

DCST Goal 7. **Use the TRADOC Range Modernization Plan to provide for a balanced process of range inventory reduction and facility modernization to meet established training requirements, while reducing key training, safety, environmental and budget impacts.**

Objective 7.a.   Develop installation range plans to meet known and projected training standards for the soldiers.

Objective 7.b.   Maximize the use of multiple purpose ranges to meet training needs.

Objective 7.c.   Convert outdated ranges to other uses that will not generate high maintenance impacts.

DEPUTY CHIEF OF STAFF FOR EDUCATION

Goals

DCSED Goal 1. **Implement DCSED / RCE Restructuring Initiative.**

    Objective 1.a. Consolidate Regional Coordinating Elements (RCEs) from Oct 99 through Oct 01 to reduce overhead.

    Objective 1.b. Restructure DCSED NLT 2nd Qtr FY 00 to include a new Quality Assurance (QA) Cell.

    Objective 1.c. Reestablish Installation Service and Support Agreements (ISSAs) NLT 4th Qtr 99 based on repositioned or restructured Regional Coordinating Elements.

DCSED Goal 2. **Complete First Three-Year TASS Accreditation Cycle.**

    Objective 2.a. Complete accreditation process of 136 RC battalions IAW TR 351-18.

    Objective 2.b. Develop action plans to correct deficiencies for first-time non-accreditation of RC battalions.

    Objective 2.c. Develop back-up plans to execute training in alternate regions as a result of RC battalions receiving a second-time nonaccreditation.

DCSED Goal 3. **Develop, refine, and implement strategy for ADRS.**

    Objective 3.a. Establish quarterly coordination meetings with USARC, NGB, DIV (IT)s, RTIs, and TRADOC to ensure mission success with ADRS Phase I.

    Objective 3.b. Identify Phase I training requirements.

    Objective 3.c. Identify resources through the SMDR process and ADRS meetings.

    Objective 3.d. Resolve constraints by establishing cross-component MOUs.

DEPUTY CHIEF OF STAFF FOR RECRUITING

Goals

DCSR Goal 1. **Oversee the successful integration of the Army's Recruiting, Entrance Processing, Reception, and Initial Entry Training Mission.**

Objective 1.a. Conduct analysis of the Army's accession process (recruiting through IET), focusing on major process intersections/seams to identify potential improvements.

Objective 1.b. Determine the effect of policy, force structure, staffing, and resourcing decisions on the accomplishment of the Army's Enlisted Accession mission.

DCSR Goal 2. **Become the TRADOC focal point for Army Enlisted Accession Issues.**

Objective 2.a. Establish and maintain primary TRADOC staff relationships with OSD, HQDA, USAREC, MEPCOM, and HQ TRADOC staffs for Enlisted Accession issues.

Objective 2.b. Develop and coordinate recommendations for changes in policy, methods of operations, and adjustments to the Accession Mission with OSD, HQDA, USAREC, MEPCOM, and HQ TRADOC staff.

DCSR Goal 3. **Ensure USAREC and MEPCOM are adequately resourced to accomplish their mission.**

Objective 3.a. Work with OSD, HQDA, USAREC, MEPCOM, and the HQ TRADOC staff to develop objectives, define programs, establish priorities, and propose alternatives for resourcing TRADOC's Enlisted Accession mission.

Objective 3.b. Develop recommendations for the formulation and adjustment of USAREC and MEPCOM programs to improve the utilization of resources and to support new or modified programs.

DEPUTY CHIEF OF STAFF FOR BASE OPERATIONS SUPPORT

Goals

DCSBOS Goal 1. **Maximize the ability of installations to execute their missions.**

Objective 1.a. By Feb FY 00, publish a revised FM 100-22, BASOPS Management, that can be used as a tool by installation and garrison commanders to effectively manage installations.

Objective 1.b. By Sep 99, develop standards that set a quantity and quality of services for select BASOPS functional areas. These standards will provide the basis for CG contracts with installation commanders for FY 01, set expectations, and drive efficiencies across the command.

Objective 1.c. Develop a Family Support system that integrates AFTB, FSG's, and ACS by meeting with "command teams" on a quarterly basis and including the system in BASOPS standards for FY 01.

Objective 1.d. Through involved leadership, provide policies and resources to enable the command to achieve its annual reenlistment and retention objectives.

Objective 1.e. Complete privatization process for all utility systems by 30 Sep 03.

Objective 1.f. Conduct the Winning the Infrastructure War (WTIW) to achieve affordability by FY 05.

Objective 1.g. Deploy the National Maintenance Program by 30 Sep 05.

Objective 1.h. Implement the TRADOC equipment life cycle management program in concert with the DA fleet management program by 30 Sep 05.

Objective 1.i. Overhaul existing TRADOC Food Service Program by 30 Sep 03.

DCSBOS Goal 2. **Provide effective and efficient customer service.**

Objective 2.a. Complete the movement and transition of the USDB to a new facility by FY 01.

Objective 2.b. Ensure 100 percent of TRADOC's 24 Child Development Centers are accredited by FY 00.

Objective 2.c. Ensure 90 percent of TRADOC's Installation MWR Funds' Net Income Before Depreciation (NIBD) is equal to or greater than 8 percent by the end of FY 99 and equal to or greater than 10 percent by FY 03.

Objective 2.d. Ensure issued ammunition is safe and suitable for its intended use.

DCSBOS Goal 3. **Develop and maintain a motivated, trained, and productive workforce.**

Objective 3.a. Decrease troop diversion by 10 percent for FY 01 and 50 percent by FY 05.

Objective 3.b. Increase intern intake by 20 percent to support TRADOC civilian objective force by FY 02.

Objective 3.c. Reduce annually: Class A-C military disabling injuries by 5 percent from previous 5-year average; Army motor vehicle accidents from previous 5-year average; aviation accidents 5 percent from previous 5-year average.

Objective 3.d. Reduce FECA costs by 30 percent (5 percent per year starting FY 98) by FY 04.

DCSBOS Goal 4. **Achieve information dominance—the right information at the right time to make the right decisions.**

Objective 4.a. In conjunction with other MACOMS, develop a mission support program and budget system which establishes standards-based funding in order to provide audit-quality linkage between standards, workload, and resources.

Objective 4.b. Develop and implement a standardized decision support system that vertically and horizontally integrates data, is accessible command-wide, reduces reporting requirements, and is self-sustaining.

DCSBOS Goal 5. **Be known as a competent, efficient, and responsive organization.**

Objective 5.a. Successfully implement an automated procurement system for paperless contracting by FY 01.

Objective 5.b. Ensure all TRADOC installations have viable force protection programs to protect their personnel and resources. Validate the Army Force Protection Program IAW TRADOC Reg 525-13 by FY 02.

Objective 5.c. Aid the Army in the transition to a single stock fund by FY 01.

Objective 5.d. Implement Global Combat Support System-Army (GCSS-A) in TRADOC by FY 03.

DEPUTY CHIEF OF STAFF FOR RESOURCE MANAGEMENT

Goals

DCSRM Goal 1. **Obtain adequate resources to support accomplishment of TRADOC's missions.**

Objective 1.a. Improve communications with HQDA.

Objective 1.b. Improve TRADOC resource requirements determination and justification.

Objective 1.c. Improve modeling efforts (i.e., ITRM, Magic Lantern, Accessions).

Objective 1.d. Expand existing modeling efforts to include Combat Developments, Doctrine, Training Developments, and other areas where required.

Objective 1.e. Develop effective resource impact statements that relate resource requirements to operational missions.

DCSRM Goal 2. **Improve the allocation of available resources to achieve an optimal balance across TRADOC missions and organizations ensuring CG priorities, goals, and objectives are adequately resourced.**

Objective 2.a. Incorporate Board of Directors into the resource allocation processes (both front end guidance and approved allocation).

Objective 2.b. Establish and operate the TRADOC Command Program Management System to plan, allocate, and track the use of resources in accordance with CG and BOD priorities, goals, and objectives.

• Annually, develop the TRADOC Command Plan to establish and publish command vision, goals, and objectives.

• Institute the Installation Resources Contract in the resource allocation process linking required workload and dollars.

• Establish review and analysis process that effectively monitors Commander's progress toward meeting the workload objectives established in Installation Resource Contract.

Objective 2.c. Maximize installation effectiveness and predictability by limiting Command withholds and maximizing up-front allocation of resources in the TRADOC Budget Guidance.

DCSRM Goal 3. **Provide quantifiable and verifiable manpower models to support and defend TRADOC requirements.**

Objective 3.a. Develop workload driven statistical models that quantify manpower requirements based on the U.S. Army Manpower Analysis Agency 12-Step Manpower Determination Process.

• Maintain the validity of existing manpower staffing criteria in accordance with Army standards while developing new workload based staffing criteria for organizations and functions not currently covered by workload driven models.

Objective 3.b. Attend annual Structure Manning Decision Review (SMDR) conference and develop manpower plans for installations and activities.

• Attend the SMDR in October and develop a manpower plan in accordance with conference results prior to the close of the calendar year.

Objective 3.c. Attend The Army Analysis (TAA) conference and meetings as the TRADOC DCSRM representative for TDA processes. Coordinate with TRADOC Force Design representatives who participate in TOE processes.

• Attend TAA conferences and meetings in accordance with two-year POM cycle and provide coordination and guidance per HQDA established guidelines.

Objective 3.d. Generate annual TRADOC manpower Command Plan and provide brief to DCSOPS that present the TRADOC requirements to meet the established training mission in a justifiable and convincing manner. Translate manpower Command Plan into documentation /execution guidance; for example, civilian execution plans and CINCOS guidance.

• Documentation guidance promulgated to allow TDA documentation by March.

• Develop and coordinate manpower Command Plan with TRADOC staff and be prepared to brief DCSOPS in March-April time frame as determined by HQDA.

DCSRM Goal 4. **Maximize resources available to Command.**

Objective 4.a. Support the Joint Reconciliation Program goals:

• Reduce Canceling Account by 100 percent by 30 June.

• Travel Advances: By 30 September —

a. Eliminate three oldest years (reduce to $0.).

b. Reduce two remaining years by 75 percent.

• Unmatched Disbursements (UMDs). From baseline, established annually, reduce 180 days old balances by 50 percent and 360 days old balances to $0.

• Negative Unliquidated Obligations (NULOs). From baseline, obligate all NULOs over 180 days old and reduce NULOs greater than 360 days old to $0.

Objective 4.b. Maintain NationsBank travel card delinquency rates at 2 percent or lower.

Objective 4.c. Reduce Prompt Pay Act interest penalties to contractors by 25 percent per year with FY 98 as a baseline.

DCSRM Goal 5. **Announce and complete A-76 studies in a timely manner.**

Objective 5.a. Identify and nominate all functions and positions considered "subject-to-review" for A-76 study not later than end of 1st Quarter FY 00.

- All positions coded "R" in the DRID #20 database nominated for study (via CPAS) except those which cannot be economically studied (small or isolated functions which cannot be packaged into a larger study).

Objective 5.b. Continue progress on commandwide study of DOL/DPW.

Objective 5.c. Continue progress on commandwide studies of DOIM, TSC, and AG functions.

- Achieve the following milestones by the dates indicated:

•• Issue request for proposals NLT end of 3rd Quarter FY 00 (assumes contract support funding provided by HQDA NLT Jul 99).

DCSRM Goal 6 . **Improve DCSRM capability to conduct high quality, comprehensive studies and analyses to support decision-making processes and support resource justification and distribution.**

Objective 6.a. Maintain "no surprises" policy for management studies and analyses, including emphasis on customer focus and complete coordination. Establish customer evaluation after each study/project.

Objective 6.b. Conduct equipment surveys at TRADOC installations to ensure equipment will meet the needs of the training mission.

- Conduct equipment survey of TRADOC installations in accordance with HQDA guidance. Perform a survey per installation every 4 years.

DCSRM Goal 7 . **Enhance DCSRM capability to provide current, specialized management improvement/business practices skills training and services.**

Objective 7.a. Complete HQ APIC Self-Assessment by end Dec 99. Support and reinforce deployment of APIC across the command IAW AR 5-1.

Objective 7.b. Enhance capability to provide Business Process Reengineering (BPR) training and services. Certify at least one analyst as BPR practitioner by end FY 99 and the second by end FY 00.

Objective 7.c. Enhance capability to provide "Seven Habits and Principles Based Leadership" training to staff and installations. Certify at least one analyst as Covey trainer by end FY 99 and the second by end FY 00.

DCSRM Goal 8 . **Improve resource management information services.**

Objective 8.a. Update, revise, and publish TRADOC Regulation 10-87, Mission Assignments, documenting and describing TRADOC organizations, missions, mission assignments, and functions at all levels below HQ TRADOC. Publish regulation by end Dec 99.

Objective 8.b. Pursue development Knowledge on Demand (KOD) system to provide real-time, up-to-date management information to key leaders and resource managers to support effective and timely decisions and actions. Complete by end FY 01.

DCSRM Goal 9 . **Improve TRADOC Management Control Process.**

Objective 9.a. Develop a secure web page for TRADOC assessable unit managers, management control administrators, and investigative agencies to submit locally correctable weaknesses that do not meet the criteria to be reported in the Annual Statement of Assurance on management controls by end 99.

Objective 9.b. Identify adverse trends to alert TRADOC resource managers of possible or actual loss of resources within TRADOC and provide an opportunity to recommend methods for preventing or correcting these losses. Obtain trend data from audits, MP/CID investigations, IG reports, etc.

DEPUTY CHIEF OF STAFF
FOR INFORMATION MANAGEMENT

Goals

DCSIM Goal 1. **Expand and modernize the common user networking and computing infrastructure within TRADOC.**

Objective 1.a. Identify and fix information infrastructure shortfalls supporting core competencies (i.e., training, combat developments, and doctrine).

DCSIM Goal 2. **Improve the information systems security posture within TRADOC.**

Objective 2.a. Implement the Army data network Domain Name Server Program at all TRADOC installations.

Objective 2.b. Conduct Information Systems Security Vulnerability Assessments at five TRADOC installations.

DCSIM Goal 3. **Reduce the use of printed materials/documentation within TRADOC.**

Objective 3.a. Publish all TRADOC administrative regulations, circulars, pamphlets, etc., in digitized form on the TRADOC Homepage.

Objective 3.b. Make documents available for print via the Defense Automated Printing Service using Distribute-to-Print or Print-on-Demand capabilities.

DCSIM Goal 4. **Implement knowledge management and electronic commerce capabilities within TRADOC.**

Objective 4.a. Expand the use of public key infrastructure's digital signature and E-mail encryption capability by providing the electronic collaboration tool to Directorate Level throughout TRADOC to facilitate the transfer of Sensitive-but-Unclassified E-mail.

Objective 4.b. Identify, support, and implement innovative Electronic Commerce initiatives within TRADOC for the Army.

DCSIM Goal 5. **Provide adequate Wide Area Networks to TRADOC installations and TRADOC schools on non-TRADOC installations.**

Objective 5.a. Increase Not Classified but Sensitive IP Router Network (NIPRNET) bandwidth to at least 5MB on TRADOC installations, and Secure IP Router Network (SIPRNET) bandwidth to the level needed to support current and emerging automated information systems processing classified information.

DCSIM Goal 6. **Develop and institutionalize Standard Levels of Service (SLOS) and cost estimation procedures for information management and information technology services within TRADOC.**

Objective 6.a. Use SLOS as the primary criteria for building FY01 budget.

DEPUTY CHIEF OF STAFF
FOR COMBAT DEVELOPMENTS

Goals

DCSCD Goal 1. **Maintain the full DTLOMS capstone concept, TRADOC Pam 525-5, in support of the National Military Strategy and the changing nature of military operations to drive development of subordinate warfighting concepts of operation by describing capabilities for a strategically responsive, globally deployable force capable of employment across the full range of military operations.**

Objective 1a. Refine supporting documentation for Light Force integrating concept to improve its core warfighting capabilities with enhanced command and control, strategic mobility, survivability, lethality, and tactical mobility.

Objective 1b. Refine supporting documentation for Strike Force integrating concept to allow teaming of a rapidly deployable force, capable of executing operations immediately upon arrival with the lethality, survivability, and tactical mobility to withstand the rigors of a broad range of threats and operational environments. Initial focus will be on improving the Army's ability to meet Stability and Support Operations (SASO) requirements.

Objective 1c. Develop supporting documentation for Corps integrating concept that will address changes to military operational variables and the nature of future military operations.

DCSCD Goal 2. **Develop subordinate warfighting concepts of operation to augment the capstone concept and describe the full range of future capabilities needed by the Army.**

Objective 2.a. Complete assigned supporting concepts for FXXI forces.

Objective 2.b. Complete systems employment concepts for all ACAT I and II systems programmed in the 02-07 POM by 1st Qtr, FY 00.

DCSCD Goal 3. **Determine future operational capabilities (FOC), structured statements of operational capability required to implement the warfighting concepts of operation and provide the control mechanism for all requirements determination activities.**

Objective 3.a. Publish TRADOC Pamphlet 525-66 compendium on a biennial basis commencing FY 00.

Objective 3.b. Articulate measurable FOCs that will lead to balanced development of solution sets across DTLOMS, expect for 70 percent of approved 525-5 series candidates or CG TRADOC-directed 525-5 series concepts of operation (with supporting FOCs) under development in FY 00.

DCSCD Goal 4. **Provide a warfighting system-of-system focus to the Army's science and technology (S&T) investment by serving as strategic scouts of S&T and influencing the Army S&T program and industry research and development to support deep future warfighting capabilities.**

Objective 4.a. Each proponent conduct 100 percent review of S&T work packages prior to annual HQ TRADOC S&T Review and S&T Objectives/Advanced Technology Demonstration Review in 3d Qtr, FY00—nominate work packages for elimination, identify work packages which merit consideration as Advanced Technology Demonstrations or Advanced Concept and Technology Demonstration, and identify capability areas which require additional S&T investment.

Objective 4.b. Each Battle Lab identify three to five critical capabilities as candidate topics for Advanced Concept and Technology II solicitation to industry.

Objective 4.c. Attend reviews, symposia, and demonstrations, experiments and conferences hosted by Army, other government, industry and academia at which relevant S&T work is presented and identify 100 percent of efforts relevant to Army requirements.

Objective 4.d. Each Battle lab expend 10-20 percent of effort serving as strategic scouts for their assigned areas of responsibility.

DCSCD Goal 5. **Plan and conduct rigorous warfighting experiments to assess the military utility/ potential for a new or revised concept or new technology to satisfy user needs and provide insights to better define warfighting requirements across the spectrum of DTLOMS.**

Objective 5.a. Execute the planned Advanced Warfighting Experiments along three axes oriented toward enhancing the full spectrum capability of the Army to meet requirements of the National Military Strategy. FY 00 actions include:

• Mechanized axis: Continue planning, organizing, and setting conditions for Division Capstone Exercise to demonstrate the capability of the Army XXI mechanized division design. Continue to plan for redesign of the Army XXI Corps leading to the Corps XXI AWE in 2002 and the First Digitized Corps in 2004.

• Light axis: Plan, organize, and coordinate training and execute Joint Contingency Force AWE focused on light contingency forces conducting operations in urban and restrictive terrain. (JCF AWE has been embraced by USACOM as a major experimentation event in their joint experimentation campaign plan and it will be used to set conditions for future joint experiments.)

• Strike Force axis: Plan, organize, equip, and coordinate training for the prototype Strike Force Headquarters. JCF AWE will incorporate Strike Force prototype headquarters as a participant.

Objective 5.b. Execute a minimum of 70 percent of planned Limited Objective Experiments. Specific focus areas are:

• Mechanized/Light/Strike Axes—Bde and below Battle Command Reengineering, Operational and Tactical Mobility; Lethality; Survivability; Non-LOS Engagements.

• Battle Command—Echelon above Bde Battle Command Reengineering; Command on the Move; C4ISR Connectivity.

• Power Projection—Footprint reduction; Demand Reduction; Strategic Mobility Training, Leader Development and Soldier (TLS)—Identification and Training of Adaptive Leaders; Rapid, In-stride Team Building; Identification and Training of multi-functional, hyper-proficient staffs and soldiers.

Objective 5.c. Leverage and/or influence Army, other service and joint experimentation by effectively managing all TRADOC approved ACTD's that are led by or involving Army participation and maintaining liaison with Army agencies to identify and leverage breakthroughs that advance Army XXI or Strike Force operational effectiveness.

Objective 5.d. Maintain relevant TRADOC scenarios at corps/division and brigade/battalion level for use in studies and analyses to help assess warfighting concepts, determine requirements, and evaluate DTLOMS concepts and programs. Revise all TRADOC scenarios in FY 00 to conform to operational variables in TP 525-5, Future Full Spectrum Operations.

DCSCD Goal 6. **Integrate and analyze DTLOMS insights gained by concept development, S&T research, warfighting experiments and analysis to develop, document, approve, and defend materiel and organization warfighting requirements.**

Objective 6.a. Develop, document, defend materiel warfighting requirements and execute assigned LCSMM responsibilities in support of Force XXI redesign of the tactical army; expect a minimum of 70 percent proponent systems/modifications requiring documentation/meetings be on schedule during FY 00.

Objective 6.b. Develop Modernization Plans for Aviation, Light, and C4ISR.

Objective 6.c. Team with AMC and Department of Army to develop an Army Modernization Plan that will serve as the basis for POM 02-07.

Objective 6.d. Develop, document, and defend organizational warfighting requirements in support of Force XXI redesign of the tactical army; expect a minimum 70 percent of required design and force structure initiatives be on schedule during FY 00. Documentation will support fielding of First Digitized Division by end of CY 00.

Objective 6.e. Conduct System Requirements Reviews within Apr - Aug 00 timeframe.

DCSCD Goal 7. **Prioritize and justify warfighting requirements within a new modernization strategy that demands DTLOMS integration to effect total systems fielding.**

Objective 7.a. Provide branch/proponent recommendations for Warfighting Lens Analysis.

Objective 7.b. Develop a prioritized, integrated DTLOMS list of warfighting requirements based on contributions to organizational effectiveness to determine the most effective force package due to DA
 by 1 Dec 00.

Objective 7.c. Evaluate candidates for WRAP ASARC by Sep 00.

DCSCD Goal 8. **Assist DA in representing Army requirements.**

Objective 8.a. Prepare for JROC presentations.

Objective 8.b. Help shape defense planning guidance, quadrennial defense review.

Objective 8.c. Tell the Army story on Capitol Hill.

DEPUTY CHIEF OF STAFF FOR DOCTRINE

Goals

Doctrine

DCSDOC Doctrine Goal 1. **Integrate Doctrine: AOE, Army XXI, joint, and multinational.**

Objective 1.a. Apply established joint doctrine consistently into current and future Army doctrine development reviewed semiannually by all doctrine developers.

Objective 1.b. Lead the TRADOC effort to integrate new, emerging concepts and results of experimentation from the Division Capstone, Joint Contingency force, and Strike Force, as well as applicable AAN insights into doctrine.

Objective 1.c. Establish institutional procedures to facilitate integration of joint, future, and current doctrine efforts:

- Doctrine Developer's Course content beginning in Oct 99.
- Participate in other service, multiservice, and joint and multinational fora.
- Continue development and integration of Homeland Defense doctrine initiatives.

DCSDOC Doctrine Goal 2. **Modernize processes by which doctrine products are disseminated to the field.**

Objective 2.a. Maximize automation procedures and use of information technologies by:

- Publishing TR 25-36, TRADOC Doctrine Literature Program (DLP), on the Internet by Sep 99.
- Adding features to ASAT-D to improve staffing.
- Implementing an Internet-based doctrine tracking system by Oct 99.
- Implementing a policy on addition of color to digital doctrine by Mar 00.
- Creating a methodology to enhance change procedures to doctrine publications by Jun 00.

Objective 2.b. Develop and implement a CD-ROM program and distribute to TOE deployable units no later than Mar 00.

Objective 2.c. Migrate to use of digitized (Internet access) field manuals:

- Complete transition in FY 03 with only residual needs printed.

- Revise priority for printing by Sep 99 for FY 00 requirements.

DCSDOC Doctrine Goal 3. **Create a doctrinal review process that prioritizes the development of new and revised field manuals in TRADOC.**

Objective 3.a. Use the FY 99 doctrine study to develop the prioritization process and product.

Objective 3.b. Brief members of the Semiannual Army Doctrine Conference in Nov 99 and finalize plan.

Objective 3.c. Implement the review and prioritization policy.

Army After Next
Goals

DCSDOC AAN Goal 1. **Conduct broad studies of warfare to about the year 2025.**

Objective 1.a. Conduct broad studies of future warfare along the four azimuths of geopolitical, military art, technology, and human and organizational behavior that concentrate on innovative ideas and concepts that will help the Army move beyond current paradigms. Thinking must focus on an end state vision of the Army as a more strategically responsive force while maintaining dominant power to slug it out. The vision must also focus on ideas that will yield early entry forces that can operate jointly without access to fixed forward bases and have the power to fight and win decisively. The study must focus on heavy forces that are more strategically deployable, more agile, and have a smaller logistical footprint; light forces must be more lethal, survivable, and tactically mobile. Special emphasis is on exploration of the Army as the leader in joint mission readiness and interoperability (interdependent operations).

Objective 1.b. Plan, design, coordinate, and execute an annual AAN wargame that examines warfare about the year 2025.

Objective 1.c. Conduct a multiyear AR 5-5 study program with TRAC analytical support. Integrate Rand Arroyo's research and analysis capabilities into the AAN study process. Use studies, research, wargames, conferences, seminars, workshops, web sites, and briefings to develop and refine key study issuesObjective 1.d. Coordinate the efforts of seven AAN franchises to accomplish the FY00 study and research plan. Ensure that all franchises are synchronized with the AAN research plan and the CSA's intent.

Objective 1.e. Conduct seminars corresponding to each of the Army imperatives: doctrine, training, leader development, force mix, modern equipment, and quality people. These seminars will focus on the implications for each imperative in moving toward the long-term strategy of AAN and leader in joint operations. The seminars should balance the study across the imperatives and synchronize the imperatives across time. Special emphasis will be on the implications for developing bold, innovative leaders of character and competence that are fundamental to the long-term health of the Army as a values-based institution.

Objective 1.f. Institutionalize AAN strategic, operational, and tactical wargaming as an integral part of the Army's transformation strategy. Ensure that AAN harnesses cutting-edge simulations to gain a more in depth investigation of future warfare.

Objective 1.g. Increase the scope and rigor of AAN analysis in support of the study process. Focus the FY00 effort on tactical and operational excursions from the FY99 study process and products and emphasize the operational level of war.

DCSDOC AAN Goal 2: **Frame issues vital to the development of the U.S. Army after about 2010.**

Objective 2.a. From the results of the annual wargame examination, frame critical issues to the development of the U.S. Army after about 2010.

Objective 2.b. Generate possible long-term concepts of strategic importance to the Army After Next for consideration and refinement by Combat Developments. These concepts should be bold, innovative, and geared to move the Army beyond its existing paradigms to a more mobile, deployable, and powerful force as articulated by the Army Chief of Staff. Exploit simulations to facilitate this effort.

Objective 2.c. Conduct integrated idea teams with the Army's user and technology communities, military art conferences, and extensive simulations to establish force and selected system level long-term future operational capabilities (FOCs). To warrant further detailed examination by Combat Developments, these long-term FOCs must appear to have strategic relevance to the Army After Next and move it beyond existing paradigms. Transition these long-term FOCs to Combat Developments in a manner consistent with emerging formulation and documentation procedures.

Objective 2.d. In the context of the study process, develop long-term force designs and notional systems that enable detailed study and analysis of the implications of future possibilities.

Objective 2.e. Through the integrated idea teams and other technology venues, identify a selected group of technologies whose contribution to the AAN long-term vision appears promising and strategically important. Work with the Combat Developments and science and technology communities to earmark the most critical as Army strategic research objectives. Continue to assess science and technology objective proposals against the key enabling technologies. Influence the Army's science and technology investment in basic and applied research.

DCSDOC AAN Goal 3. **Provide issues to senior Army leadership in a format suitable for integration into TRADOC Combat Development programs.**

Objective 3.a. Maintain close and continuous coordination with TRADOC Combat Developments on issues requiring study output, milestones for critical decisions, and means of influencing the issues.

Objective 3.b. Maintain an effective connection to ACOM, other services, and OSD/Net Assessment on common futures issues; influence the wider debate on the role of land power.

Objective 3.c. Continue to support Defense and Army Science Boards, technology games, and independent boards with study status and incorporate findings and recommendations from these efforts into the study process.

Objective 3.d. Clearly connect the AAN FY00 study events and priorities to the timing of Army decision-making processes.

Objective 3.e. Conduct an annual integration conference to assemble and organize the outcomes of the annual study process in preparation for the annual report to the CSA.

Objective 3.f. Publish an annual report of research insights to be signed by CSA.

Objective 3.g. Showcase the Army as the leading institution in futures studies.

INTERNATIONAL ENGAGEMENT

Vision

Manage and execute all TRADOC and selected army-to-army bilateral and multinational activities with allied and friendly countries.

DCSDOC International Engagement Goal 1: **Support the National Military Strategy of engagement and the CINC's theater engagement plan.**

Objective 1.a. Establish and maintain effective liaison with selected army component commanders.

Objective 1.b. Support CINC's theater engagement plan through subject-matter expert exchanges (SMEEs) and familiarization visits.

DCSDOC International Engagement Goal 2. **Enhance U.S. Army capabilities for combined/ multinational operations.**

Objective 2.a. Support CG, TRADOC, in the conduct of effective HQ DA-directed bilateral staff talks annually with selected armies.

Objective 2.b. Effectively represent the U.S. Army and HQ TRADOC in approximately 30 NATO/ABCA multinational force capability fora annually.

Objective 2.c. Expeditiously incorporate international standardization agreements into U.S. doctrinal and training publications.

Objective 2.d. Maintain an effective TRADOC Liaison Officer (LO) network through the use of 32 liaison officers with selected foreign armies, Army MACOMs, and other services.

Objective 2.e. Actively pursue incorporation of applicable multinational issues for possible integration in U.S. Army doctrine, training, concepts, and evolving force structure.

DEPUTY CHIEF OF STAFF FOR SIMULATIONS AND ANALYSIS

Goals

DCSSA Goal 1. **Conduct effective cross-domain coordination for integration and approval of Army Model and Simulation (M&S) requirements.**

Objective 1.a. As cochair, hold Requirements Integration Working Group (RIWG) meetings at least quarterly to review requirements for models and simulations from across the Army to facilitate integration and to support the Army Model and Simulation Executive Council.

Objective 1.b. Provide staff support to the DCG as he chairs the Model and Simulation Requirements Integration Working Group (RIC) to address cross-domain requirements issues.

- Chair the TRADOC M&S Advisory Council biannual meetings.
- Provide staff support to the DCG as he chairs the TRADOC M&S Advisory Board.

DCSSA Goal 2. **Develop and implement TRADOC policy, procedures, and guidance for M&S.**

Objective 2.a. Update TR 5-11, Models and Simulations and Data Management, to be in concert with the most recent version of AR 5-11.

Objective 2.b. Provide M&S input to TRADOC regulations, such as, TR 350-70, Training Development (TD) Management, Processes, and Products.

- Update and publish Model and Simulation Integration and Approval Process in TP 71-9, Requirements Determination.

Objective 2.c. Develop and publish policy and procedures for the TRADOC M&S Advisory Council and Board.

Objective 2.d. Ensure Army policies are accurately reflected in TRADOC policies and procedures.

DCSSA Goal 3. **Effectively and efficiently serve as primary TRADOC POC on M&S for Army Staff.**

Objective 3.a. Provide TRADOC input and review of DoD M&S Master Plan, Army M&S Master Plan, AR 5-11, and Army Pam 5-11, VV&A of Army M&S.

Objective 3.b. Update and publish charters for the RIWG and RIC biennially.

Objective 3.c. Review and provide staff response to Army and joint M&S policy issues.

Objective 3.d. Provide support to the DCG, TRADOC principal representative, on issues for Army Model and Simulation Executive Council's semiannual meetings and issues for the Army Model and Simulation GOSC meetings.

Objective 3.e. Ensure TRADOC missions are accurately reflected in Army documents.

DCSSA Goal 4. **Oversee key simulation programs which span training, combat developments, and doctrine development.**

Objective 4.a. Implement at organizational (office symbol) level the Defense Message System (DMS) for sensitive but unclassified (SBU) information by 31 Dec 99 and for classified information by 30 Jun 00

Objective 4.b. Oversee the TRADOC's participation in the Army's Standards Category   Coordinator program.

Objective 4.c. Act as domain-independent combat developer for M&S projects.

DCSSA Goal 5. **Serve as staff agency for execution and functional management for Advanced Simulation Program (ASP).**

Objective 5.a. Develop, coordinate, and publish ASP Campaign Plan. Provide biennial updates to   the plan.

Objective 5.b. Manage day-to-day execution of the ASP for DCG, TRADOC, the Army's ASP Functional Manager.

Objective 5.c. Provide input and program oversight of ASP programs in the TBIS MDEP IAW POM timelines.

DCSSA Goal 6. **Coordinate the TRADOC Research Program.**

Objective 6.a. Coordinate and integrate annual AMIP and SIMTECH Program submissions to HQDA.

DCSSA Goal 7. **Serve as TRADOC action agent for implementing the Simulation and Modeling for Acquisition, Requirements, and Training (SMART) program.**

Objective 7.a. Provide TRADOC issues on SMART to RDA Working Group quarterly meetings.

Objective 7.b. Coordinate TRADOC participation in ASA(ALT)'s yearly SMART Conference.

DCSSA Goal 8. **Effectively represent TRADOC on analysis and analysis policy to The Army, OSD, and Joint Staff.**

Objective 8.a. Ensure TRADOC regulatory guidance accurately reflects higher HQ guidance for analysis requirements.

Objective 8.b. Assess impacts and leverage opportunities for change (policy, regulatory guidance) within an evolving Army and DoD analytical community (experimentation, joint analyses requirements, etc.).

DCSSA Goal 9. **Manage Resolution of unprogrammed TRADOC analytic requirements.**

Objective 9.a. DCSSA works in partnership with other offices to facilitate tasking of unprogrammed studies and analyses.

Objective 9.b. Define issues for analysis.

Objective 9.c. Identify appropriate study agency.

Objective 9.d. Negotiate trade-offs when necessary.

Objective 9.e. Develop taskers.

DCSSA Goal 10. **Develop TRADOC policy for analysis.**

Objective 10.a. Write/review/update and distribute the following analysis regulations, pamphlets:

- TR 5-3, TRADOC Study Program

- TR 11-8, TRADOC Studies and Analyses

- TP 11-8, TRADOC Studies and Analyses Pamphlet

Objective 10.b. Review Functional Area 49 Officer Distribution Plan.

Objective 10.c. Develop/approve analysis policy input to Operations Research Systems Analyst Military Applications Course II POI.

DCSSA Goal 11. **Effectively develop and manage the TRADOC Study Program.**

Objective 11.a. Supervise and review all aspects of TSP development and documentation.

Objective 11.b. Develop and maintain TSP database software (FTSP) and maintain TSP web site.

Objective 11.c. Process unprogrammed study requirements.

Objective 11.d.   Solicit guidance from HQDA and develop annual Study Program.

Objective 11.e. Produce annual report on TSP.

DCSSA Goal 12. **Develop TRADOC input to RAND Arroyo Center Study Agenda and Army Science Board (ASB) Summer Study Program; oversee all RAND and ASB research Projects with TRADOC sponsors.**

Objective 12.a. Distribute guidance to establish TRADOC objectives for the Arroyo Center studies and lead approval process for specific research projects.

Objective 12.b. Coordinate requirements and develop ASB and RAND programs.

Objective 12.c. Ensure contract completed between customer and RAND/ASB.

DCSSA Goal 13. **Conduct effective quick reaction analyses in support of the CG, TRADOC, and the HQ TRADOC staff.**

Objective 13.a. Conduct problem definition and front end analysis.

Objective 13.b. Conduct research/literature search and develop study plan/action plan to adequately address issues.

Objective 13.c. Develop data collection vehicles and collect data.

Objective 13.d. Conduct expert analysis and prepare and present unbiased findings/results.

DCSSA Goal 14. **Serve as TRADOC "focal point" for analytical efforts and studies within the MACOM, across the Army, and other services/agencies; maintain "situational awareness" of pertinent study and analytical efforts affecting TRADOC goals, missions, and objectives in order to take full and timely advantage of leveraging opportunities.**

Objective 14.a. Maintain a database of analytical efforts at policy, strategic, operational, and tactical levels across the Army and for Army related studies in other services.

Objective 14.b. Provide the ability to exploit or leverage studies with complementing goals, objectives, measures of effectiveness (MOE), etc.

Objective 14.c. Provide assessments and recommendations to TRADOC and/or the Army on correct study level and agency assignment based on knowledge of previous efforts and study organization mission.

Objective 14.d. Maintain liaison with other services and study agencies.

DCSSA Goal 15. **Examine Army's Homeland Defense (HD) issues to determine optimal simulations requirements development and integration. Provide analysis and integration support on HD to TRADOC schools and centers.**

Objective 15.a. To integrate and provide the front-end and follow-on analyses of HD and to guide future efforts across Doctrine, Training, Logistics, Organization, Materiel, and Soldier (DTLOMS) issues.

Objective 15.b. Ensure appropriate simulation policies are developed, promulgated, and applied to the Army's modified and new simulations being implemented through cross-domain efforts.

Priorities

1. Conduct effective quick reaction analyses in support of the CG, TRADOC, and the HQ TRADOC staff.

    a. Conduct problem definition and front end analysis.

    b. Conduct research/literature search and develop study plan/action plan to adequately address issues.

    c. Develop data collection vehicles and collect data.

    d. Conduct expert analysis and prepare and present unbiased findings/results.

2. Conduct effective cross-domain coordination for integration and approval of Army Model and Simulation (M&S) requirements.

    a. As cochair, hold Requirements Integration Working Group (RIWG) meetings at least quarterly to review requirements for models and simulations from across the Army, to facilitate integration, and to support the Army Model and Simulation Executive Council.

    b. Provide staff support to the DCG as he chairs the Model and Simulation Requirements Integration Working Group (RIC) to address cross-domain requirements issues.

    c. Chair the TRADOC M&S Advisory Council biannual meetings.

    d. Provide staff support to the DCG as he chairs the TRADOC M&S Advisory Board.

3. Develop TRADOC policy for analysis.

    a. Write/review/update and distribute the following analysis regulations and pamphlets:

       • TR 5-3, TRADOC Study Program

       • TR 11-8, TRADOC Studies and Analyses

       • TP 11-8, TRADOC Studies and Analyses Pamphlet

    b. Review Functional Area 49 Officer Distribution Plan.

    c. Develop/approve analysis policy input to Operations Research Systems Analyst Military Applications Course II POI.

4. Develop and implement TRADOC policy, procedures, and guidance for M&S.

    a. Update TR 5-11, Models and Simulations and Data Management, to be in concert with the most recent version of AR 5-11.

b. Provide M&S input to TRADOC regulations, such as, TR 350-70, Training Development (TD) Management, Processes, and Products.

c. Update and publish Model and Simulation Integration and Approval Process in TP 71-9, Requirements Determination.

d. Develop and publish policy and procedures for the TRADOC M&S Advisory Council and Board.

e. Ensure Army policies are accurately reflected in TRADOC policies and procedures.

DEPUTY CHIEF OF STAFF FOR INTELLIGENCE

Goals

DCSINT Goal 1. **Take the lead as TRADOC's agent for change to facilitate evolving the operational environment into the 21st century.**

Objective 1.a. Define the present and near future operational environments in which our forces may operate. Identify operational and tactical variables and incorporate into the training environment.

Objective 1.b. Redesign the threat/Opposing Forces within this operational environment so that it is adaptive, "opportunity-driven," capable of operating across the full range of military operations, end employs conventional as well as asymmetrical methods and means.

Objective 1.c. Ensure sustainment and selected modernization of Combat Training Center Opposing Forces to enable replication of relevant asymmetric and technological "opportunity-driven" threats during the FY01-05 POM Cycle.

Objective 1.d. Convert Opposing Forces training and education from a largely monolithic Cold War-based threat to a new "opportunity-driven" threat.

Objective 1.e. Ensure replication and veracity of "opportunity-driven" Opposing Forces through an aggressive program of staff assistance and validation at the CTCs, USAR Exercise Divisions, and other elements replicating or teaching "opportunity-driven" OPFOR" components.

Objective 1.f. Develop methodology for crosswalking between OPFOR capabilities replicated in training and threat used in combat development and testing activities.

DCSINT Goal 2. **Develop optimum TRADOC Intelligence organization and staffing to include placement and subordination of center/school threat offices.**

Objective 2.a. Recommend to TRADOC commander most effective staffing and subordination of center/school threat offices by Jun 99.

Objective 2.b. Revise AR 381-11 and TRADOC Reg 381-1 to clearly lay out policy and responsibilities for intelligence and threat support.

DCSINT Goal 3. **Design and implement all-source automated intelligence/threat information system to improve communication, requirements, and dissemination for the Command, to include a JWICS VTC capability.**

Objective 3.a. Expand JWICS intelligence Network (VTC Capability, Search Engine, etc.) NLT Aug 99.

DCSINT Goal 4. **Reestablish Security Director (LTC) and Counterintelligence Officer (CWO) positions cut by General Defense Intelligence Program in FY 98.**

Objective 4.a. Reestablish LTC and CWO as AHMA positions, as recommended by FY 99 DA Manpower Survey, NLT Sep 99.

DCSINT Goal 5: **Protect key technologies from traditional and asymmetrical foreign intelligence collection.**

Objective 5.a. Identify and prioritize key technologies and programs.

Objective 5.b. Schedule vulnerability assessments of key technologies and programs.

DCSINT Goal 6. **Reduce number of initial entry training security holdovers.**

Objective 6.a. Obtain DCII access for TRADOC installations and ensure NACLC is initiated for individuals before they enter the training base.

DCSINT Goal 7. **Improve timeliness and efficiency of processing disclosure actions and foreign visit requests IAW National Disclosure Policy.**

Objective 7.a. Develop and staff TRADOC supplement to AR 380-10 within 180 days of publication.

Objective 7.b. Develop a desktop disclosure procedure handbook NLT Sep 99.

Objective 7.c. Coordinate development of training program for installation/activity Foreign Disclosure Officers and Contact Officers.